

Executive Registry

85- 3776/1

21 October 1985

MEMORANDUM FOR: Excellence Task Force Members:  
Executive Officer, DDA  
Executive Assistant, DDI  
Executive Officer, Career Management Staff, DDO  
Executive Assistant, DDS&T  
Administrative Officer, DCI

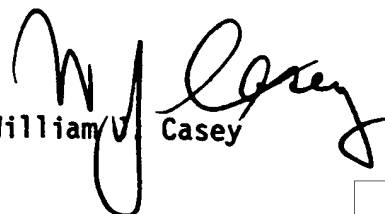
FROM: Director of Central Intelligence

SUBJECT: Excellence

1. I appreciate very much your selection and presentation of the 27 examples of unusual initiative and achievement. I will send a personal letter to each of the individuals involved along the lines of the sample you have drafted. I would also like to meet with some of those involved in the more significant of your selections. I would find this very satisfying personally and I think it would be well if this indication of my interest got around.

2. I think I would like to talk with some people involved in examples 1, 2, a small group in 5, and 7. I would like to see the target studies indicated in 11 and the work plan for analysts indicated as the second item in 9. I would like to see the paper today if possible and talk to the individuals later. I would like to see the Intelligence Assessment in example 22. I would like to either hear or read about examples in 13 and 14. In addition, I want to send out a one or two page bulletin to the organization about this review indicating very briefly the substance of those selections which can be discussed without security or other damage in their being known about. It should be presented in a manner which highlights the initiative represented by these examples and the cross-fertilization between different units and disciplines in the organization. You might stress this as one of the important factors of our activity which has developed out of this excellence program.

3. This message might be keyed timewise to the laying of the cornerstone of the new building and refer to the value this will have in bringing more of our people and activities together and in closer touch with each other. It should incorporate more of this cross-fertilization, etc.

  
William J. Casey

~~DRAFT~~ EXAMPLE OF  
PERSONAL LETTER

Recently I asked each of the Directorates to give me an update on examples of outstanding individual and team accomplishments similar to those I shared with you in the auditorium last June when I spoke on our efforts in pursuit of excellence.

One of the examples was your superior performance in \_\_\_\_\_ . I quickly recognized that the sensitive nature of your achievements precluded me from sharing them with a general audience. Nonetheless, I wanted you to know that I am aware of your accomplishments and to thank you personally for your dedication, hard work, and the special pride you take in attaining new levels of excellence.

William J. Casey

S E C R E T

**MEMORANDUM FOR:** Deputy Director for Administration  
Deputy Director for Intelligence  
Deputy Director for Operations  
Deputy Director for Science and Technology  
Chairman, E Career Service

**FROM:** Director of Central Intelligence

**SUBJECT:** Excellence

1. At the conclusion of my remarks on Excellence to CIA employees in the Auditorium on 13 June 1985, I said that about every three months or as frequently as appropriate, we will make available to you a more comprehensive listing of initiatives taken and outstanding performances turned in than I was able to give you at the time. As I had hoped and expected, this stimulated new ideas and practical initiatives as well as inspired by example. When the spirit of Excellence takes hold, whole groups resonate, reflecting a real harmony of purpose and new heights of effectiveness and production. I have selected specific items from among the many examples of Excellence you sent me on 14 August and have attached them for dissemination to your employees.

2. I regret that I cannot share with you some of the best examples of Excellence, but there is a very good reason why I cannot. We are the best intelligence outfit in the world because we are a silent service; we have, for over 35 years, maintained the highest standards of security and compartmentation. Many of our colleagues have performed tasks which have set new standards for Excellence, but their achievements are celebrated privately, within the small circle of coworkers who share a stake in their accomplishments. They know who they are and they have my highest respect and appreciation. I commend them just as I do those responsible for the accomplishments I want to share with you in this report.

3. Excellence at CIA is a product of teamwork at all levels. It is part of our culture. One of the principal responsibilities of the leadership, from section chiefs to the very top, is to create an environment in which all of our people feel encouraged to take the initiative to improve the quality of our work. This includes recruiting agents, planning covert action, designing sophisticated collection systems, doing analysis and providing support. I would like each of you to share these examples of Excellence at a forthcoming staff meeting with your office directors and, in the DDO, with the division chiefs. I would like you to ask them, in turn, to present these examples at their staff meetings. They, in turn, should pass the word on down the leadership chain so that the examples can reach all Agency employees. I hope and expect this will stimulate new ideas and practical initiatives, as well as inspire by example.

William J. Casey

Attachment

**Page Denied**

Next 8 Page(s) In Document Denied

Sanitized Copy Approved for Release 2011/09/06 : CIA-RDP88G00186R000100090006-0

FORM NO RFPI ACES FORM 36-8 (47)

**Page Denied**

Next 35 Page(s) In Document Denied

ROUTING AND TRANSMITTAL SLIP		Date
TO: (Name, office symbol, room number, building, Agency/Post)		Initials Date
1.	ELO/DDA	
2.		
3.		
4.		
5.		
Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	<input checked="" type="checkbox"/> For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

Copy of our memo to   
concerning Sci meeting w/ "Gellers"  
people.

STAT



STAT

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)

Room No.—Bldg.

6E60

Phone No.

SA/DDSS/T

5041-102

OPTIONAL  
Prescribed by GPO  
FPMR (41 CFR) 101-11.206

STAT

**Page Denied**

Next 1 Page(s) In Document Denied

25X1

25X1

25X1

25X1

25X1

25X1

25X1

ROUTING AND TRANSMITTAL SLIP		Date
		29 OCT 1985
TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. ACTING ADDA		
2. DDA		
3.		
4. EXO/DDA		
5.		
Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

## REMARKS

*This is the Excellence Committee's proposed HN. It is at RPD today, for DCI signature Wed Oct 30 and on the street in CIA Thurs Oct 31 — (AB dissem-1155 copies). It is in sync with Cornerstone ceremony.*

DO NOT use this form as a RECORD of approvals, concurrences, disposes.

FROM	Room No.—Bldg.
	Phone No.

5041

FORM 41 (Rev. 7-76)

**Page Denied**

Next 6 Page(s) In Document Denied

MEMORANDUM FOR: *Exo/DDA*

*Ed,*

*Here is a first draft of DCI's requested "Excellence" bulletin. I hope it contains the type of flavor he was looking for. It was virtually impossible to include all 27 examples, but I think I was able to include a representative sample. Let me know if I can do anything further.*

Date *10/24/85*

STAT

**Page Denied**

Next 14 Page(s) In Document Denied